



No. 13/1-01-633/26-6241/1

June 29, 2026

ANNEX A

Information on the implementation of the Step 1.2.2.2 Number of companies benefiting from the services of the innovation centres/technology centres as a result of their launched and publicly made available list of services for companies increased by 50%

Narrative overview of the implementation of services of innovation infrastructures – Innovation and Entrepreneurship Centre „Tehnopolis“ Nikšić and Science and Technology Park of Montenegro in the period from January 1, 2024 until June 29, 2026

The Reform Step 1.2.2.2 contributes to the enhancement of Montenegro's innovation ecosystem by increasing the utilisation of services provided by innovation infrastructures. It is directed towards strengthening the capacities of innovation infrastructures to deliver high-quality services to start-ups, micro, small and medium-sized enterprises, as well as other innovative business entities, thereby directly contributing to greater economic competitiveness, the development of entrepreneurship, and the fostering of innovation.

Baseline value: During the period from its establishment (September 2016 – December 2023), the first innovation infrastructure in Montenegro, **the Innovation and Entrepreneurship Centre “Tehnopolis” Nikšić (IEC Tehnopolis)**, provided support to a total of 196 companies through a range of services, including tenant support via use of premises, support programs, incubation, Data Centre, TechLab, BioLab, Craftinno, JICA mentorship, and Code Hub. Considering that the **Science and Technology Park of Montenegro (STP MNE)** commenced full provision of infrastructural and program services following the opening of its infrastructure facility in 2024, its services are not included in the baseline value.

The initial deadline for fulfilment of this reform step was December 2026; however, the conditions for its completion were already met in the first half of 2026, allowing the step to be reported as fulfilled.

Reporting period: The reporting period covers the years 2024, 2025 and 2026, with a snapshot of indicator taken on June 29, 2026, when the cumulative number of unique companies that, from September 2016 to June 29, 2026, utilised the services of innovation infrastructures – **the Innovation and Entrepreneurship Centre “Tehnopolis” Nikšić (IEC Tehnopolis)** and **the Science and Technology Park of Montenegro (STP MNE)** – is observed. Starting from the



baseline value, i.e. the number of 196 unique companies that had benefited from the services and support of IEC Tehnopolis by the end of 2023, the aforementioned innovation infrastructures provided support and services to additional 226 unique companies during the reporting period:

- **IEC Tehnopolis** provided support to 119 unique companies during the period 2024–2026:
 - 32 in 2024,
 - 48 in 2025, and
 - 39 in 2026;
- **STP MNE** provided support to 107 unique companies during the period 2024–2026:
 - 9 in 2024,
 - 50 in 2025, and
 - 48 in 2026.

The cumulative number of unique companies that benefited from the services of innovation infrastructures, as a result of their launched and publicly available service lists for companies, at the end of the reporting period (June 29, 2026), is 422. Based on the stated data and the attached evidence, an increase in the number of companies has been achieved at the level of 115,3% compared to the baseline value (196 companies at the end of 2023).

IEC Tehnopolis was established in 2016 and implements all activities defined by the Law on Innovation Activity (“Official Gazette of Montenegro”, No. 82/20 and 53/25), which defines an **innovation and entrepreneurship centre** as an entity of innovation infrastructure that provides access to specialised premises and equipment, professional and advisory services, as well as the delivery of information and technical training to innovative legal and natural persons, as well as entrepreneurs. The activities of the innovation and entrepreneurship centre are directed towards establishing connections with potential partners for participation in national and international programs, projects and funds across various scientific fields, with the aim of creating new and developing existing companies based on innovation and knowledge transfer, to meet the needs of economic development at the local or regional level. During the reporting period, the IEC Tehnopolis provided companies with a wide range of services aimed at fostering entrepreneurship, innovation, digital transformation, and strengthening the competitiveness of SMEs. These services can be grouped into the following categories:

- **Business development, incubation and acceleration** (pre-incubation, incubation, virtual incubation, business incubator – commercial support, BoostMeUp – financial support, BoostMeUp – non-financial support);
- **Education and capacity development** (training in digital marketing, training in design and printing, AI training, training for CNC operators, training in digital manufacturing and



CNC technologies, training for service providers in tourism, knowledge transfer programs through international projects);

- **Mentorship** (mentorship based on the JICA methodology, individualised mentorship programs for start-ups and SMEs, mentorship within regional entrepreneurship programs);
- **Infrastructural services** (rental of premises for events, free use of premises for events within projects, coworking space CODE Hub Nikšić, Data Centre);
- **Specialised laboratory and technological services** (3D printing, CNC processing, soil analysis, technical testing of pesticide application devices);
- **Networking and internationalisation** (Cross Border Coworking Conference, thematic meet-up events, incoming missions and study visits, networking events for SMEs and start-ups).

STP MNE was established in 2019 with the aim of creating a central hub for the development of innovation, technological entrepreneurship, and collaboration between academia, industry, and the public sector. The founders of the Science and Technology Park of Montenegro are the Government of Montenegro and the University of Montenegro. The Law on Innovation Activity (“Official Gazette of Montenegro”, No. 82/20 and 53/25) defines a **science and technology park** as an entity of innovation infrastructure that provides access to specialised business premises and equipment, as well as professional and advisory services to innovative legal and natural persons. The science and technology park delivers services and carries out activities directed towards networking academia and industry, fostering and managing knowledge and high-technology transfer, enhancing the internationalisation of business and the commercialisation of scientific research, creating new and developing existing innovative enterprises, and fostering the creation and application of innovations based on cutting-edge scientific results. In doing so, it promotes a culture of innovation and the competitiveness of knowledge-based enterprises and institutions, with the overarching goal of supporting economic and national development. In June 2024, with the opening of its modern building in Podgorica, the STP MNE commenced the provision of infrastructural support and became one of the key focal points for the development of innovation and entrepreneurship. During the reporting period, the STP MNE delivered a set of diverse services, which can be grouped into several key categories:

- **Infrastructural services** encompassing the use of office space, coworking areas, meeting and conference rooms, laboratory infrastructure, as well as other technical and logistical capacities available to STP MNE users.
- **Incubation and acceleration services** providing support to start-ups and innovative companies through structured programs for business development, validation of business



models, product development, market readiness, and investment preparedness. These activities were implemented through programs such as Startup Academy, BoostMeUp, and LAUNCHme.

- **Educational and mentoring/advisory services** including the organisation of training sessions, workshops, seminars, and individual mentoring sessions in the fields of entrepreneurship, innovation management, digital transformation, financial planning, marketing, product development, and other topics relevant to company growth.
- **Networking and connection services** enabling users to access domestic and international partners, investors, research organisations, large companies, and other relevant stakeholders. These activities are carried out through conferences, business meetings, B2B events, start-up competitions, and specialised networking programs.
- **Internationalisation support services** aimed at strengthening company capacities for entering international markets, connecting with European networks and support programs, as well as participating in international projects, fairs, and business missions.
- **Access-to-finance support services** including advisory support for the preparation of project proposals, connections with investors and funds, development of investment readiness, and assistance in utilising national and international sources of financing.
- **Technology and innovation transfer services** implemented through the activities of the Technology Transfer Office (TTO), including the identification of innovation potential, protection of intellectual property, commercialisation of research results, development of spin-off companies, and linking research institutions with industry.

The report for this reform step contains a table overview of services provided to companies by IEC Tehnopolis and STP MNE, **where each company is recorded only once**, regardless of the intensity and number of times innovation infrastructure services were used, in order to adequately present the cumulative number of companies, i.e. the progressive growth of the indicator by the end of the reporting period (June 2026) compared to the value measured in the baseline year (December 2023).

When determining the baseline value for the reform step, all support programs implemented by IEC Tehnopolis during the period 2016–2023 were included, including those co-financed by the European Union, since the concept of double financing was neither foreseen nor established at that time. The same methodology was applied for the reporting period 2024–2026, with services provided through EU co-financed programs clearly marked.

For an easier overview and monitoring of the implementation of innovation infrastructure services provided to companies, *Appendix 1* and *Appendix 2* present a narrative overview for IEC



Ministry of
Education, Science
and Innovation



For an easier overview and monitoring of the implementation of innovation infrastructure services provided to companies, *Appendix 1* and *Appendix 2* present a narrative overview for IEC Tehnopolis and STP MNE, covering their history and establishment, organisational structure, service portfolio and implementation methods, procedures for allocation and delivery of services to companies, profiles and aggregated data on users during the reporting period, as well as verification sources confirming the transparency and reliability of the process and the contribution of these institutions to strengthening the innovation ecosystem and entrepreneurship in Montenegro. Aggregated data on companies that used innovation infrastructure services are provided for the period from January 1, 2024, to June 29, 2026, building upon the baseline value defined at the end of 2023.

MINISTER



prof. Anđela Jakšić Stojanović, PhD

Anđela Jakšić Stojanović

Appendix 1

NARRATIVE OVERVIEW – Innovation and Entrepreneurship Centre „Tehnopolis“ Nikšić

1. OVERVIEW OF INNOVATION INFRASTRUCTURE INNOVATION AND ENTREPRENEURSHIP CENTRE “TEHNOPOLIS” NIKŠIĆ

1.1. History and establishment

- **Establishment year, mission and strategic goals**

The Government of Montenegro adopted the Decision on the establishment of IEC Tehnopolis on June 6, 2013. Registration in the Central Register of Business Entities was carried out on September 11, 2014, and the official opening of the business facility in Nikšić took place on September 17, 2016. With the official opening, the conditions were met for IEC Tehnopolis to commence activities supporting the development of the innovation ecosystem and the fulfilment of its founding mission.

Mission: Support the advancement of the national innovation and entrepreneurship system in Montenegro through the implementation of a set of activities aimed at developing and enhancing innovation capacities and infrastructure for the needs of Montenegro’s overall sustainable economic development.

Vision: An internationally recognised and credible centre of innovation activity in Montenegro, engaged in fostering innovative entrepreneurship, modernisation and improvement of economic competitiveness, creation of new knowledge, development and application of product and process innovations, use of innovative technologies, introduction of new business models, as well as the development of capacities and infrastructure necessary to support these activities.

Goals – mid-term

- Creation of new and strengthening of the competitiveness of existing Montenegrin enterprises through the development of innovative, market-oriented products, services, and technologies with strong potential for commercialisation and market application;
- Support for the transfer of innovative ideas from research institutions to the market, through cooperation with business partners and the establishment of new enterprises/spin-off companies in Montenegro;
- Enhancement of the innovative potential of enterprises and their recognition within the innovation system;

- Fostering of technological innovations and encouragement of commercialisation, i.e. application of innovative ideas and technologies in the market;
- Cooperation with the Montenegrin scientific and business diaspora to create conditions for strategic networking and reintegration into the domestic community;
- Promotion of knowledge and technology transfer in cooperation with domestic and international partners from the research and business sectors.

Goals – short-term

- Activation and promotion of innovative entrepreneurial potential with a focus on universities and the development of entrepreneurial culture in Montenegro, through the organisation of educational, motivational, and promotional events in the fields of entrepreneurship and innovation, applying the public–private partnership model with key national and regional companies, start-ups, and the national IT cluster;
- Enhancement of the capacities of the Montenegrin innovation ecosystem in terms of knowledge and skills in business development, technology development, intellectual property rights protection, alternative financing and access to capital, and other relevant topics of importance for the development of the innovative business community in Montenegro;
- Stimulation of innovation development through entrepreneurship, creation of new values within the entrepreneurial culture in Montenegro, and access to regional and international markets for innovative and entrepreneurial projects;
- Improvement of conditions for financing and access to capital for innovative and entrepreneurial ideas and start-up projects from Montenegro, through attracting resources from available international funds, providing direct financial support, and presenting ideas and projects to investors and business angels from the country and the region.
- **Key events and milestones (first programs, partnerships, services)**

The development of the IEC Tehnopolis service portfolio progressed gradually, in parallel with the development of institutional capacities, infrastructural resources, and international partnerships. From its establishment to the present, services have been continuously improved and adapted to the needs of start-ups, small and medium-sized enterprises, and other actors within the innovation ecosystem.

Operational activities commenced in 2016 with the admission of the first tenants of the Business Incubator. At that time, the focus was on providing basic incubation services, including business consulting, company promotion, organisation of networking events, and advisory support. Simultaneously, at the end of 2016, the implementation of the first international projects began, which became an important instrument for the development of new services and institutional sustainability. Given the limited and modest scope of national budget funding in the initial years of operation, the development of the service portfolio was predominantly supported through projects financed by European Union funds and other international programs.

In 2017, the first professional training programs for start-ups, entrepreneurs, and representatives of the business sector were launched, thereby establishing a continuous educational program that was later significantly expanded.

An important milestone was achieved on May 10, 2018, with the opening of the CODE Hub Nikšić coworking space, which further enhanced the infrastructure for entrepreneurship development, networking, and collaboration among innovative companies.

In January 2020, the first call for the BoostMeUp program was announced, marking the launch of the first structured pre-acceleration and financial support program for start-ups. In the same year, on August 26, 2020, BioLab, TechLab, and the Data Centre were opened, significantly expanding the capacities for providing specialised technological and laboratory services.

From 2021, educational activities were further systematised through the annual Education Program, publicly presented for the first time as a consolidated program for competence development targeting entrepreneurs, SMEs, and other groups. In the same year, the first Cross Border Coworking Conference (CBCC) was organised, becoming an important regional platform for networking, knowledge exchange, and business internationalisation.

In subsequent years, the portfolio was further expanded through programs supporting digital transformation, advanced manufacturing technologies, additive manufacturing, artificial intelligence, mentorship based on the JICA methodology, as well as new models of financial support and international cooperation programs.

In October 2025, a new infrastructural facility was inaugurated, with a total value of nearly €1.18 million — the House of Digital Revolution. It is organized as a modern business centre dedicated to the creative industries, featuring offices, the CODE Hub Nikšić coworking zone (part of a

regional network with 60 workstations), conference rooms, multimedia facilities, and machine workshops. The centre also includes TechLab and Maker Space, equipped with advanced tools for industrial design and innovation.

From 2016 to the present, IEC Tehnopolis has implemented 36 EU-funded projects with a budget of nearly €5 million, as well as 14 projects financed by other donors with a budget exceeding €750,000.00. Each of these projects contributes to achieving the objectives of strengthening Montenegro's innovation and entrepreneurial ecosystem, in line with the organisation's development priorities and its long-term vision. Particular emphasis is placed on aligning projects with Montenegro's Smart Specialisation Strategy (S3), national innovation and entrepreneurship policies, and the strategic framework for the development of the national innovation ecosystem.

The continuous improvement of services confirms IEC Tehnopolis's capacity to respond to the evolving needs of the economy and to contribute to the achievement of the objectives of the national innovation policy, the Smart Specialisation Strategy, and Montenegro's Reform Agenda.

- **Role of innovation infrastructure in the national innovation policy**

Montenegro's innovation policy encompasses strategies and programs that define development directions, priorities, and measures aimed at fostering innovation activities and enhancing the national innovation system. The innovation policy establishes priorities and directions for the development of innovation activities through the Smart Specialisation Strategy and other strategies and programs regulating the field of innovation, adopted by the Government upon the proposal of the Council for Innovation and Smart Specialisation.

The Law on Innovation Activity defines the Innovation and Entrepreneurship Centre as an entity of innovation infrastructure, providing access to specialised premises and equipment, professional and advisory services, as well as information-technical training for innovative legal and natural persons, as well as entrepreneurs. The activities of the Innovation and Entrepreneurship Centre are directed towards connecting with potential partners for participation in national and international programs, projects, and funds across various scientific fields, with the aim of creating new and developing existing companies based on innovation and knowledge transfer, serving the needs of economic development at the local or regional level. IEC Tehnopolis carries out all activities defined by the aforementioned Law.

The Smart Specialisation Strategy is defined as the overarching strategic document in the field of innovation and development. It directs investments in research, development, and innovation, connects the public sector, the economy, and research institutions, and serves as the central

instrument for the development of the national innovation system. Based on Montenegro's new Smart Specialisation Strategy 2026–2031, the role of IEC Tehnopolis goes beyond that of a provider of individual entrepreneurship support services and becomes one of the key operational actors in the implementation of the national innovation policy. In this context, IEC Tehnopolis plays a significant role in strengthening the innovation ecosystem through the development of innovation infrastructure, support for startups and innovative enterprises, enhancement of cooperation between science and industry, and the development of clusters and value chains in the priority areas of smart specialisation. The Strategy particularly emphasises the need to connect research, entrepreneurship, and industrial actors in order to commercialise innovations and create products and services with higher added value, which represents one of the core functions of Tehnopolis.

IEC Tehnopolis also has a special role in the implementation of the **Science and Innovation Program 2026–2030**, where, together with the Ministry of Education, Science and Innovation, the Innovation Fund, and STP MNE, it is recognised as one of the key implementers of a unified system of support for research and innovation.

Additionally, within **Montenegro's Reform Agenda 2024–2027**, IEC Tehnopolis is directly recognised as one of the actors responsible for implementing the reform "Further development of the research and innovation ecosystem for a knowledge-based economy." In this regard, its role is not only infrastructural but also developmental — through the provision of publicly available services to MSME innovators and startups.

IEC Tehnopolis contributes to the achievement of strategic development goals and is directly acknowledged as an actor across all relevant Programs and Strategies. In addition to those already mentioned, the following stand out: the Strategy for Scientific Research Activity (2024–2028), the Financial Education Development Program (2023–2027), the Fintech Strategy (2025–2029), the Digital Transformation Strategy (2022–2026), the Regional Development Strategy (RDS), the National Program for Cultural Development 2023–2027, and the Industrial Policy (2024–2028).

1.2. Organizational structure

- **Description of governing bodies (Board of Directors, Management, Advisory Bodies)**

The Innovation and Entrepreneurship Centre Tehnopolis is a non-profit limited liability company, founded and entirely owned (100%) by the Government of Montenegro. The organisational structure of IEC Tehnopolis has been established in accordance with the Company Statute and the

Rulebook on Internal Organisation and Job Classification, thereby ensuring effective management, clearly defined responsibilities, and high-quality implementation of the Centre's activities.

Management and leadership are organised through a clear division of competences between the Board of Directors and the Executive Director. The Board of Directors is the governing body that adopts key strategic decisions, approves company acts, supervises operations, and provides guidance for development. The Executive Director manages operational activities, organises the work of employees, and is responsible for the legality and efficiency of the institution's operations. The Rulebook on Internal Organisation and Job Classification also defines the positions of Assistant Director and Corporate Secretary, while the organisation of IEC Tehnopolis's work is divided into three key units:

Centre for Entrepreneurship Development and Project Management – responsible for managing the Business Incubator, developing and implementing projects, and cooperating with national and international partners.

Centre for Program Activities, Research and Development – in charge of implementing all program content, educational programs, and managing laboratories (BioLab, TechLab, Data Centre).

Centre for Business Support – encompasses financial management, operational logistics, public communication, and marketing activities of IEC Tehnopolis.

The Executive Director coordinates the work of all organisational units, while the implementation of activities is carried out through a team-based approach, with clearly defined competences and responsibilities.

The internal organisation, job titles, number of employees, and conditions for performing their duties are detailed in the Rulebook on Internal Organisation and Job Classification, which serves as the basis for effective human resource management and work organisation.

- **Partnerships with the state, universities, and the private sector**

Partnerships with state institutions, the academic community, and the private sector represent one of the key mechanisms through which IEC Tehnopolis develops and delivers services to its users. This model of cooperation enables the integration of knowledge, research, entrepreneurship, and financial resources, thereby creating conditions for the development of innovations, technology transfer, and increased competitiveness of the economy.

IEC Tehnopolis maintains continuous cooperation with the line ministry, other relevant ministries, state institutions, and local self-government units. Particularly significant is the cooperation with the Ministry of Education, Science and Innovation, which is responsible for the field of innovation, through the joint development of programs supporting the innovation ecosystem, improvement of the regulatory and strategic framework, and creation of new support instruments for startups and SMEs. A key partner is also the Municipality of Nikšić, which continuously supports the development of infrastructural capacities and program activities of IEC Tehnopolis. Such cooperation has contributed to the development of new content, expansion of services, and strengthening of the local innovation and entrepreneurial ecosystem.

Cooperation with the academic community represents an important element in the development of IEC Tehnopolis's services. Through partnerships with the University of Montenegro, almost all of its faculties, as well as other higher education and secondary school institutions, joint events, trainings, internships, mentoring programs, and research and development activities are organised. Professors and researchers actively participate in pre-acceleration programs and other support programs as mentors and expert advisors, contributing to the development of innovative business models and market-sustainable solutions. At the same time, IEC Tehnopolis provides infrastructural and technical support to the academic community through access to laboratories, equipment, and other resources for the implementation of research and innovation projects. Students and pupils are enabled to undertake professional internships and engage in concrete project work, thereby fostering the development of entrepreneurial competences and strengthening the link between education and labour market needs. Additionally, members of the academic community who develop business ideas or participate in startup teams have access to the services of the Business Incubator and support programs offered by IEC Tehnopolis. A particularly significant example of cooperation is the RTIT project – “Knowledge Communities for Accelerated Research, Technology and Innovation Transfer in the Danube Region”, implemented by IEC Tehnopolis as the lead partner together with the University of Montenegro, the University of Zenica, the University of Pécs, Sofia University “St. Kliment Ohridski,” and the Institute of Physics of the National Academy of Sciences of Ukraine. The project is aimed at improving the transfer of knowledge, technologies, and innovations between the academic and business communities. Cooperation with the University of Montenegro has been further strengthened through the implementation of the MontEDIH project (Montenegrin European Digital Innovation Hub), a strategic initiative for the digital transformation of SMEs and public administration. As part of the European network of digital innovation hubs, MontEDIH enables companies to access expertise, technology testing, training, and advisory services in the field of digital transformation.

The business community represents a key target group and an active partner in the creation and improvement of IEC Tehnopolis's services. Cooperation with companies is achieved through incubation, pre-acceleration, mentoring, training, technological services, testing of innovative solutions, and networking activities. Feedback from companies is used for the continuous adjustment of the service portfolio to market needs. Particular emphasis is placed on enhancing the competences of employees in micro, small, and medium-sized enterprises through specialised training in digital marketing, design and printing, artificial intelligence, digital manufacturing, and other modern technologies.

International partnerships constitute one of the most important instruments of IEC Tehnopolis's development. Until December 31, 2025, the institution had implemented a total of 50 projects, predominantly financed from international sources. Through international projects, new support programs have been developed, infrastructure has been improved, financial support has been provided to startups and SMEs, trainings and knowledge transfer activities have been organised, and connections with European partners and markets have been established.

Additional value is created through memberships and active participation in international networks, including the Western Balkans Startup Alliance and the European Business and Innovation Centre Network (EBN). These networks provide IEC Tehnopolis's users with access to international contacts, support programs, and opportunities for business internationalisation. Through this model of cooperation, IEC Tehnopolis acts as a platform that connects the public sector, academia, the business community, and international partners, creating conditions for the development of innovations, technology transfer, and the achievement of the objectives of the national innovation policy, the Smart Specialisation Strategy, and Montenegro's Reform Agenda.

- **How the structure enables efficient service delivery**

The organisational structure of IEC Tehnopolis enables efficient service delivery through a clearly defined division of competences among organisational units, coordinated resource management, and a project-oriented approach to work. In addition to organisational units, operations are further structured through specialised sectors and functional areas, including the Business Incubator, project sector, program sector, marketing and communications, as well as infrastructural segments such as BioLab, TechLab, and the Data Centre. This organisation ensures that business support services, training, mentoring, infrastructure management, and project implementation are provided in an efficient and interconnected manner. At the same time, coordination at the management level guarantees alignment of activities, optimal use of human and infrastructural capacities, and timely responses to user needs. Additional value is provided by a professional and multidisciplinary team of employees who continuously enhance their knowledge and competences through training,

international projects, and cooperation with relevant partners. This model of work enables the continuous improvement of existing services and the development of new ones, in line with the needs of the economy and the priorities of the national innovation policy.

2. PORTFOLIO OF SERVICES

2.1. Service catalogue and support programs

IEC Tehnopolis provides a wide range of services aimed at the development of entrepreneurship, innovation, digital transformation, and strengthening the competitiveness of SMEs. In the period 2024–2026, the services offered by IEC Tehnopolis to MSMEs can be grouped into the following categories:

1. Business development, incubation, and acceleration
2. Training and capacity building
3. Mentorship
4. Infrastructural services
5. Specialized laboratory and technological services
6. Networking and internationalization

Each category encompasses different types of services, and only those provided by IEC Tehnopolis to MSMEs during the specified period are presented here. In addition to these, IEC Tehnopolis has offered significant support to individuals, teams, and innovators, making the list of services considerably broader, though not the subject of this report.

1. Business development, incubation, and acceleration

Service	Description
Pre-incubation	Development and validation of a business idea, market research, team formation, and the acquisition of entrepreneurial knowledge and skills necessary for launching a business venture.

Service	Description
Incubation	Development of a startup through the use of workspace, mentorship, support programs, workshops, training, and access to business resources for further growth and market expansion.
Virtual incubation	Support for startups without the need for office space, with access to mentorship, training, networking opportunities, and other services of the Business Incubator.
Business incubator – commercial support	Commercial support for companies ready for independent business operations, with the possibility to remain part of the incubator community and continue using available services and networking opportunities.
BoostMeUp – financial support	Financial support for selected startups for product development, market validation, and business growth, in order to accelerate development and prepare for market entry and business scaling.
BoostMeUp – non-financial support	Mentorship, training, networking opportunities, workspace, and expert support for startup development, business growth, and market readiness.

2. Training and capacity building

- Training in digital marketing
- Training in design and printing
- AI training
- Training for CNC operators
- Training in digital manufacturing and CNC technologies
- Training for service providers in tourism
- Knowledge transfer programs through international projects

3. Mentorship

- Mentoring based on JICA methodology
- Individualised mentoring programs for startups and SMEs
- Mentorship within regional entrepreneurial programs

4. Infrastructural services

- Rental of event space
- Free use of event space within projects
- CODE Hub Nikšić coworking space
- Data Centre

5. Specialized laboratory and technological services

- 3D printing
- CNC machining
- Soil analysis
- Technical testing of pesticide application devices

6. Networking and internationalization

- Cross Border Coworking Conference
- Thematic meetup events
- Incoming missions and study visits
- Networking events for SMEs and startups

The services were delivered through a combination of national and international programs, with a detailed overview provided in the Service Catalogue sheet.

Program	Goal	Description
BoostMeUp	Development of startups through financial and non-financial support	Increasing the competitiveness and digitalisation of Montenegro's economy through the development of the Montenegrin innovation system and the creation of new innovative companies, the

Program	Goal	Description
		enhancement of knowledge and skills, the creation of new value, entrepreneurial culture, and access to regional and international markets for innovative and entrepreneurial projects. Strengthening the capacities of Montenegro's innovation ecosystem in the areas of business development, technology development, intellectual property rights protection, and other relevant topics through the organisation and implementation of the non-financial support component of the program (mentoring program, meet-ups, workshops, training).
CODES	Strengthening digital entrepreneurship, the coworking community, and cross-border cooperation	Interreg IPA Program Croatia–Bosnia and Herzegovina–Montenegro CODES (Cooperation for Development of Cross Border Business Environment Strengthened) The project aimed to strengthen innovation capacities, encourage the adoption of advanced technologies, and improve business support services for small and medium-sized enterprises (SMEs) and entrepreneurs in the cross-border area. To achieve these objectives, SMEs and startups were supported through a combination of pre-acceleration activities, capacity building, networking, and internationalisation-oriented initiatives. Through the regional CODES pre-acceleration program, startup teams received intensive mentoring support focused on business development, validation of business ideas, and preparation for market entry. Additional support to

Program	Goal	Description
		the SME sector was provided through specialised training in artificial intelligence, digital marketing, and CNC machine operation, with the aim of strengthening entrepreneurial, digital, and technological capacities. Knowledge exchange and peer learning were further encouraged through thematic business meetings dedicated to artificial intelligence, startup development, and 3D printing technologies. SMEs also had the opportunity for regional networking, market integration, and international visibility by participating in the Cross Border Coworking Conference (CBCC), which connected local companies with regional and European innovation ecosystems.
AMTECH	Knowledge transfer in the field of additive manufacturing and advanced production technologies.	IPA South Adriatic The AMTECH (Advanced Manufacturing Technologies) project, implemented by Tehnopolis in cooperation with partners from Italy and Albania, was focused on strengthening capacities in the field of advanced manufacturing technologies, particularly additive manufacturing. Through workshops, training, and international missions, the project connected the academic community, startups, and industry, creating a platform for knowledge and experience exchange. Participants – students, researchers, innovative teams, and companies – contributed through joint activities to two-way knowledge transfer, the application of new technologies, and the

Program	Goal	Description
		improvement of cooperation between science and business.
MONTEDIH	Digital transformation of SMEs and the development of digital skills	European Digital Innovation Hubs Network (DIGITAL-2023-EDIH-04) MONTEDIH The goal of the MontEDIH project is to strengthen the digital capacities of small and medium-sized enterprises (SMEs) and public sector organisations in Montenegro by improving access to innovative technologies, knowledge, and expertise. As part of this support, 9 SMEs participated in training in the field of digital manufacturing using CNC technologies, which included both theoretical and practical sessions aimed at enhancing skills for operating CNC equipment and adopting digital manufacturing technologies.
STAR	Strengthening competitiveness of the tourism sector	IPA III Cross-Border Cooperation Program Bosnia and Herzegovina – Montenegro 2021–2027 STAR (Strengthening tourism offer in cross-border area through attracting digital nomads to the rural areas) The STAR project aims to contribute to the sustainable development of tourism in the cross-border area by creating conditions for attracting digital nomads as a new target group. As part of the support, tourism service providers were offered a tailored training program focused on the needs of digital nomads, digital marketing, sales, and content writing (copywriting), with the

Program	Goal	Description
		goal of strengthening their capacities to adapt their offer and improve market positioning.
RTIT	Development of innovation and technological capacities through international cooperation	Interreg Danube Region Knowhow Communities for Accelerating RTI Transfer in the Danube Region (RTIT) The RTIT project aims to strengthen the innovation potential of SMEs in the field of materials and material-based technologies in the Danube Region by enhancing cooperation between SMEs and organisations in the areas of research, technology, and innovation (RTI). Within the project, a transnational pilot activity was implemented, combining targeted training and networking activities, providing SMEs and the academic community with opportunities for knowledge exchange, collaboration development, and exploration of sustainable and advanced materials as well as their applications.
EWI	Enhancing women's economic inclusion, their empowerment, and increasing access to opportunities for development and economic participation across the Western Balkans.	EWI (Economic Inclusion and Justice for Women of the Western Balkans) The EWI (Economic Inclusion and Justice for Women of the Western Balkans) project is implemented in cooperation with CARE Austria, within the framework of the #InternationalPartnershipsAustria initiative, with the support of the Austrian Development Agency (ADA). The project aims to enhance women's economic inclusion, empower them, and increase access to

Program	Goal	Description
		opportunities for development and economic participation across the Western Balkans.
Program for Enhancing Business Competitiveness (JICA methodology)	Strengthening the business capacities of SMEs through mentorship	Mentoring service implemented in cooperation with the Ministry of Economic Development of Montenegro through the Program for Enhancing Business Competitiveness. The program provides structured support for business improvement through business analysis, goal setting, action plan development, knowledge transfer, and strengthening of managerial and organisational capacities, with the aim of increasing competitiveness and ensuring sustainable growth.

The service portfolio has been financed through:

- national funds, from the budget of Montenegro, via the line ministry;
- Tehnopolis's own revenues;
- European Union funds (Interreg, IPA, and other territorial cooperation programs);
- international development organisations.

The service portfolio directly contributes to the objectives of the Reform Agenda through:

- development of the innovation ecosystem;
- support to startups and SMEs;
- digital transformation of the economy;
- strengthening research, development, and technology transfer;
- business internationalisation;
- development of skills for smart specialisation and industrial transition.

Based on the number of registered users in the "Company Information" sheet, the most represented are:

- incubation, pre-incubation, and pre-acceleration;
- training in digital and manufacturing technologies;
- specialized laboratory and technological services;
- coworking and infrastructural services;
- mentorship.

2.2. Service portfolio development

The service portfolio is continuously developed in line with user needs and available funding sources.

Service development is based on:

- direct communication with users;
- SME needs identified through support programs;
- results and evaluations of previous support programs;
- requirements of international projects and partnerships.

Services continuously provided include:

- pre-incubation;
- incubation;
- virtual incubation;
- commercial incubator support;
- pre-acceleration;
- coworking services;
- space rental and logistical support for event organisation;
- laboratory and infrastructural services;
- training and education on topics relevant to end-users;
- networking event organisation services.

3. SERVICE PROVISION PROCEDURE

3.1. Launching and publishing services

IPC Tehnopolis develops and provides support services to innovative companies, startups, entrepreneurs, researchers, and other users through a defined service portfolio that includes business support programs, mentorship, training, infrastructure, specialised technical services, and networking activities.

Services have been formally introduced through the development and implementation of IEC Tehnopolis programs, as well as through the implementation of national and international projects. Within the Service Catalogue sheet, services are recorded with information on the service name, category, program through which they are implemented, and the year/period of service launch (column “**Service launch date**”).

The portfolio includes continuous services such as:

- pre-incubation and incubation programs,
- support for business model development and commercialisation,
- mentoring support,
- educational programs,
- coworking and infrastructural services,
- use of specialised equipment (e.g., 3D printing, CNC services),
- networking and partner connections.

Public availability of services is ensured through announcements on IEC Tehnopolis communication channels, project websites, and calls for participation in programs. Evidence of public availability is provided in the **Service Catalogue** sheet, in the column “**Service publication link**,” where relevant links to published calls, programs, or service information are available.

Publishing of services enables transparent access for users and informs potential users about available support programs, participation requirements, and application procedures.

3.2. Procedure for service allocation to companies and the process of service delivery

Service allocation to users is carried out through different models, depending on the type of service/program:

- through public calls for support programs,

- through applications submitted by interested companies and teams to publicly announced calls,
- through selection processes within pre-acceleration/incubation programs,
- through direct contracting of specialised services and infrastructure, based on publicly available services.

For programs that include user selection, users go through predefined eligibility and evaluation criteria.

The selection process is conducted transparently, through the evaluation of applications and/or assessment of compliance with the conditions defined by the rules of the specific program.

Proof of formalisation of relations with users is represented by:

- service provision contracts,
- cooperation agreements,
- contracts within project activities,
- other relevant documentation confirming the inclusion of users in programs.

After service allocation, implementation is carried out through different support models, depending on the nature of the service:

- **training and educational programs** – through workshops, training sessions, and competence development programs;
- **mentoring support** – through individual work with companies and teams;
- **incubation and business development** – through continuous support for product development, business model improvement, and market entry;
- **technical services** – through the use of laboratory and production infrastructure;
- **project activities** – through the implementation of international and national support programs.

Evidence of service implementation includes:

- signed contracts/agreements,
- participant lists,
- records of implemented activities,
- reports on support provided.

Data on users and companies to which services have been provided are linked to the records in the “**Company Information**” sheet, which enables monitoring of service users, their profiles, program involvement, and the type of support provided.

In this way, IEC Tehnopolis ensures a structured process from service identification and publication, through transparent user selection, to implementation and monitoring of the effects of the support provided.

4. COMPANIES BENEFICIARIES OF SERVICES

4.1. Company profiling

Geographical distribution

Companies come from almost all regions of Montenegro, across 14 municipalities, with the highest concentration in the central region. The most represented cities are:

- Podgorica – 54 companies
- Nikšić – 39 companies
- Bar – 5 companies
- Budva – 4 companies
- Tivat – 3 companies
- Bijelo Polje – 3 companies
- Cetinje – 2 companies
- Plužine – 2 companies

In addition to the above, one company is represented from each of the following: Kolašin, Kotor, Herceg Novi, Tuzi, Pljevlja, and Ulcinj, as well as individual users from outside the region (e.g., Belgrade). This distribution confirms the national character of IEC Tehnopolis’s services and their accessibility to users from different parts of the country.

The companies belong to a wide range of industries, with the most dominant being:

- ICT and digital technologies (computer programming, web portals, IT consulting);
- manufacturing activities (furniture, construction materials, wood processing, textiles, etc.);
- architecture and engineering;
- research and development;

- business consulting;
- tourism and hospitality;
- trade and service activities.

Such diversification confirms that Tehnopolis's services correspond to the priority areas of development of the innovation ecosystem and Montenegro's Smart Specialisation Strategy.

The user structure is predominantly composed of micro and small enterprises, accounting for 94% of the total supported companies.

Category	Number
Micro enterprises	96
Small enterprises	16
Medium-sized enterprises	7

The data confirm that services are primarily directed towards startups, micro, and small enterprises, which is in line with the objectives of the Reform Agenda.

4.2. Aggregated data

Data on supported companies, including the number of services and the year of the first and last service, are presented in the following sheets:

- Aggregated company data
- Total KPIs

Annual number of new unique companies

The number of unique companies that benefited from IEC Tehnopolis services in the period 2016–2023, including both years, amounts to 196.

For the following period, i.e. 2024–2026, the overview of unique companies by year is provided in the following table.

Year	Number of new companies
2024	32
2025	48
2026	39
Total 2024–2026	119

Number of services used per company for the period 2024–2026

A total of 119 unique companies have been recorded.

The analysis shows that:

- 88 companies used one service;
- 21 companies used two services;
- 4 companies used three services;
- 4 companies used four services;
- 2 companies used eight services.

The average number of services used per company amounts to **1.46** services. The maximum number of recorded services used by a single company is **8**.

These data confirm that a significant number of users utilise multiple different support instruments, which indicates an integrated approach to enterprise development.

5. INDICATOR ACHIEVEMENT

5.1. Baseline value 2023

According to the “**Total KPIs**” sheet, by the end of 2023 Tehnopolis had provided services to a total of: **196 unique companies**.

This value represents the official baseline for monitoring indicators from the Reform Agenda.

5.2. Progressive increase

In the period 2024–2026, services were provided to additional companies as follows:

Year	Number of new companies
2024	32
2025	48
2026	39
Total	119

The total number of new unique companies in the observed period amounts to: 119 companies.

Increase calculation

Baseline value (2023): 196 companies

Additional companies (2024–2026): 119 companies

Indicator	Value
Baseline 2023	196
New companies 2024–2026	119
Increase	60.71 %

Thus, growth (of 10.71%) greater than the required 50% was achieved six months earlier than the deadline defined in the Reform Agenda, and solely through services provided to companies by IEC Tehnopolis.

5.3. Verification sources

Achievement of indicators has been confirmed through the following sources:

Primary sources

- sheet “Aggregated company data”;
- sheet “Company information”;
- sheet “Total KPIs”;
- service catalogue (sheet “Service catalogue”).

Evidence of service provision

- contracts and agreements with users;
- application forms;
- participant lists;
- mentoring reports;
- event reports;
- grant documentation;
- confirmations of infrastructure use.

Evidence of public availability

- publications on the Tehnopolis website;
- public calls;
- project websites and partner platforms;
- links provided in the “Service publication link” column.

6. CONCLUSION

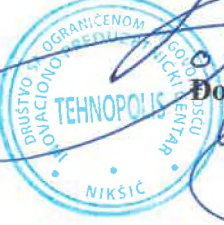
Through the implementation of support programs, the development of new services, and the continuous improvement of the existing portfolio, the Innovation and Entrepreneurship Centre Tehnopolis has significantly contributed to strengthening Montenegro’s innovation and entrepreneurship ecosystem. In the period 2024–2026, services were provided to 119 new companies, thereby increasing the number of users by 60.71% compared to the baseline of 196 companies recorded by the end of 2023. The results confirm that innovation infrastructure, through

services of incubation, mentoring, education, infrastructural support, networking, and financial assistance, represents a key mechanism for the development of startups, SMEs, and innovative enterprises in Montenegro.

Acting EXECUTIVE DIRECTOR



Dordije Brkuljan



DRUŠTVO S OGRANIČENOM
ODGOVORNOŠĆU
INOVACIONO PREDUZETNIČKI
CENTAR
TEHNOPOLIS
NIKŠIĆ

Appendix 2

NARRATIVE OVERVIEW – Science and Technology Park of Montenegro

1. OVERVIEW OF INNOVATION INFRASTRUCTURE SCIENCE AND TECHNOLOGY PARK OF MONTENEGRO

1.1. History and establishment

The Science and Technology Park of Montenegro was established with the aim of creating a central hub for the development of innovation, technological entrepreneurship, and cooperation between academia, industry, and the public sector.

The founders of the Science and Technology Park of Montenegro are the Government of Montenegro and the University of Montenegro, and its mission is to create a stimulating environment for the development of innovative companies, startups, and technological projects with high growth potential.

Key milestones in the work of STP MNE include:

- Establishment of modern innovation infrastructure;
- Development of support programs for startups and innovative companies;
- Implementation of national and international projects financed from EU funds;
- Establishment of the National Technology Transfer Office;
- Membership in relevant international networks for supporting innovation and entrepreneurship.

Through its activities, STP MNE directly contributes to the implementation of the Smart Specialization Strategy (S3), as the Innovation Activity Strategy, and other national development policies.

1.2. Organizational structure

The Science and Technology Park of Montenegro operates through a clearly defined organizational structure that enables efficient planning, coordination, and implementation of programs and services intended for innovative companies, startups, researchers, and other actors within the innovation ecosystem. The organization is managed by the Executive Director, while

operational activities are distributed across three sectors and the Technology Transfer Office (TTO).

- **Department for Innovation Programs and Projects** – responsible for the development and implementation of support programs for innovation and entrepreneurship, management of national and international projects, cooperation with technology-development companies, execution of educational activities, mentorship, networking, as well as communication and promotion of the activities of STP MNE.
- **Department for Infrastructure and Operations** – ensures the management of business infrastructure, support for tenants and users of the premises, technical maintenance of facilities and equipment, organization of events, as well as logistical support for the implementation of programs and activities.
- **Department for Business Support and Sustainability** – in charge of financial management, accounting, public procurement, legal and administrative affairs, as well as ensuring the institutional and financial sustainability of the operations of STP MNE.
- **Technology Transfer Office (TTO)** – represents a specialized organizational unit focused on the transfer of knowledge and technologies between the academic community and industry, protection of intellectual property, commercialization of research results, development of innovation projects, and strengthening cooperation between research institutions and the business sector.

Through this organizational structure, the STP MNE provides integrated support to users in all phases of innovation development – from idea generation and business model creation, through validation and product development, to internationalization, access to financing, and commercialization of innovative solutions. At the same time, cooperation with the Government of Montenegro, the University of Montenegro, research institutions, the business sector, and international partners enables the effective implementation of support programs and contributes to the achievement of national objectives in the field of innovation and entrepreneurship.

2. PORTFOLIO OF SERVICES

2.1. Service catalogue and support programs

During the reporting period, the Science and Technology Park of Montenegro provided a wide range of services aimed at the development of innovative companies, startups, research teams, and other actors within the innovation ecosystem. The services were designed to meet the needs of

users at different stages of development – from the initial idea and validation of the business model, through product development and market entry, to internationalization and access to investments.

According to the Service Catalogue, STP MNE provided a total **set of different services** during the observed period, which can be grouped into several key categories:

- **Infrastructure services** include the use of office space, coworking areas, meeting and conference rooms, laboratory infrastructure, as well as other technical and logistical capacities available to users of STP MNE.
- **Incubation and acceleration services** provide support to startups and innovative companies through structured business development programs, validation of business models, product development, market readiness, and investment preparedness. These activities were implemented through programs such as Startup Academy, BoostMeUp, and LAUNCHme.
- **Educational and mentoring-advisory services** encompass the organization of training sessions, workshops, seminars, and individual mentoring meetings in the fields of entrepreneurship, innovation management, digital transformation, financial planning, marketing, product development, and other topics relevant to company growth.
- **Networking and connection services** enable users to access domestic and international partners, investors, research organizations, large companies, and other relevant actors. These activities are carried out through conferences, business meetings, B2B events, startup competitions, and specialized networking programs.
- **Internationalization support services** are aimed at strengthening the capacities of companies for entry into international markets, connecting with European networks and support programs, as well as participation in international projects, fairs, and business missions.
- **Access-to-finance support services** include advisory assistance for preparing project proposals, connecting with investors and funds, developing investment readiness, as well as support in utilizing national and international sources of financing.
- **Technology and innovation transfer services** are implemented through the activities of the Technology Transfer Office (TTO), including the identification of innovation potential, protection of intellectual property, commercialization of research results, development of spin-off companies, and linking research institutions with the business sector.

Most services were provided through national and international programs and projects financed from various sources, including state budget funds, European Union programs, and international development initiatives. Among the most significant programs and projects through which services were implemented are **SkillsUP**, **BoostMeUp**, **LAUNCHme**, **MONTEDIH**, as well as activities carried out within the **Horizon Europe**, **Interreg**, **POLICY ANSWERS**, **ABBA**, **STOREMORE**, **Circular Innovation Hub**, and other international projects.

The mentioned services directly contribute to achieving the objectives of the Reform Agenda by increasing the availability of innovation infrastructure, strengthening the innovation capacities of companies, fostering technological development, and improving the competitiveness of the Montenegrin economy. Based on service usage records, the most requested activities during the reporting period were related to education and competence development, mentoring support, incubation and acceleration programs, as well as networking and internationalization activities.

2.2. Service portfolio development

Since the beginning of operational work in the new infrastructure in 2024, the Science and Technology Park of Montenegro has continuously developed and improved its service portfolio, with a particular focus on strengthening the startup community, supporting the growth of innovative companies, and creating conditions for the sustainable development of the innovation ecosystem in Montenegro.

In the initial phase of operations, the activities of STP MNE were predominantly directed towards establishing infrastructural capacities, attracting the first tenants, and developing basic support programs for startups and innovative enterprises. In parallel with the growth in the number of users, new programs and services were developed to meet the needs of companies at different stages of development – from idea generation and business model validation to internationalization and access to investments.

Special attention was devoted to creating programs that encourage the development of the startup community and entrepreneurial culture. Through the developed programs, users were provided with education, mentorship, professional support, and access to relevant business networks. In this way, a continuous support chain was established, enabling startups to develop their business ideas, improve products and services, and increase their competitiveness in both domestic and international markets.

The development of the service portfolio has also followed the strategic priorities of STP MNE in the field of innovation. During the observed period, services were introduced or significantly improved in relation to:

- development of innovation and startup programs;
- mentoring and expert support;
- connecting startups with investors and potential partners;
- internationalization of business operations and access to international markets;
- digital transformation and the application of advanced technologies;
- technology transfer and research commercialization;
- development of investment readiness and preparation for financing.

A significant contribution to the improvement of the service portfolio was achieved through the participation of STP MNE in numerous international projects and initiatives, which enabled access to new working methodologies, international networks, expertise, and additional sources of financing. As a result, services that had not previously existed within the national innovation ecosystem became available to users.

In addition to direct support for companies, STP MNE also worked on the development of the startup community through the organization of conferences, startup competitions, networking events, presentations of investment opportunities, and meetings with domestic and international experts. These activities contributed to greater visibility of the startup scene, strengthened cooperation among ecosystem actors, and created new business and development opportunities for users.

The continuous improvement of the service portfolio resulted in an increase in the number of users, a higher level of company involvement in support programs, and the development of an increasingly strong community of startups and innovative enterprises. In this way, STP MNE has become the central hub of the innovation ecosystem and one of the key drivers of innovation and technological entrepreneurship in Montenegro.

3. SERVICE PROVISION PROCEDURE

3.1. Launching and publishing services

All services and support programs provided by the Science and Technology Park of Montenegro are developed and implemented in accordance with the institution's strategic documents, user needs, and the objectives of national and international projects through which activities are financed. The launch of each service is preceded by an analysis of the needs of target groups, definition of expected results, identification of funding sources, and preparation of an operational implementation plan.

Depending on the type of service, activities are initiated through public calls, support programs, project initiatives, partnership programs, or as part of the regular service catalogue of STP MNE. For each service, objectives, target groups, participation criteria, application procedures, implementation methodology, and expected results for users are defined.

Transparency and accessibility of services represent one of the fundamental principles of STP MNE's operations. For this reason, all relevant information about programs and services is publicly announced through the official website of STP MNE, social media, digital newsletters, media releases, and other communication channels. In this way, equal access to information and the opportunity to apply for available support programs are ensured for all interested companies and entrepreneurs.

During the reporting period, a significant number of services were implemented through public calls for startup programs, educational activities, mentorship programs, international projects, and innovation support initiatives. The publication of calls included detailed information on participation requirements, selection criteria, application deadlines, and methods of activity implementation, thereby ensuring a transparent and competitive process of accessing services.

As proof of public availability and transparency of the process, for each service or program in the Service Catalogue, corresponding links to public announcements, calls, or promotional materials were provided and recorded in the "**Service Publication Link**" column. This documentation enables verification that the services were publicly accessible and that potential users had the opportunity to be timely informed and included in support programs.

In addition to public calls, a certain number of services were provided continuously throughout the year as part of the regular offer of STP MNE, including the use of infrastructural capacities, advisory support, technology transfer activities, networking, and connections with relevant

national and international partners. In this way, constant availability of key innovation infrastructure services was ensured for all interested companies and organizations.

Such an approach enabled broad accessibility of services, an increase in the number of users, and the continuous expansion of the community of companies utilizing the support of the Science and Technology Park of Montenegro, which directly contributed to achieving the objectives of reform step 1.2.2.2.

3.2. Procedure for service allocation to companies and the process of service delivery

The Science and Technology Park of Montenegro applies transparent and clearly defined procedures for the allocation of services to companies, in accordance with the nature of individual programs, sources of financing, and support objectives. The aim of these procedures is to ensure equal access to services for all interested users, while efficiently directing available resources towards companies with the greatest potential for innovation development and business growth.

Access to services is achieved through several mechanisms, depending on the type of support. For programs implemented through public calls, interested companies submit applications via defined application procedures. After the application deadline, an administrative check of compliance with requirements is conducted, followed by an evaluation of applications according to predefined criteria, which may include the innovativeness of the idea, market potential, team capacities, the level of product or service development, scalability potential, and the expected contribution to the development of the innovation ecosystem.

For infrastructural services, such as leasing office space, using coworking areas, or laboratory capacities, the process involves submitting a request, assessing compliance with user admission criteria, and concluding appropriate contracts for the use of premises and services.

For certain advisory, mentoring, and educational services, access is enabled through a direct request from users or by including companies in activities implemented within national and international projects. In such cases, users are identified based on company needs, partner recommendations, or open calls for participation in individual activities.

After support is approved, contracts, agreements, or other forms of formal documentation are concluded with users, where applicable, defining the rights and obligations of the parties, the scope of support, and the expected results. Service delivery is carried out through individual or group work, training, mentorship, consultations, workshops, business meetings, access to infrastructure, development programs, and other activities in line with the nature of the provided support.

Throughout the entire process, records are kept on users and implemented activities, including application forms, contracts, participant lists, attendance records, activity implementation reports, and other accompanying documentation. These documents serve as the basis for verifying the services provided and confirming that a particular company has received support from STP MNE.

Data on all users and services provided are systematized in the “**Company Information**” sheet, which contains an overview of companies, the type of service used, the period of use, and corresponding evidence of implementation. Based on these records, it is possible to reliably identify unique service users and monitor their growth during the reporting period, which forms the basis for measuring the achievement of the indicator defined by reform step 1.2.2.2.

4. COMPANIES BENEFICIARIES OF SERVICES

4.1. Company profiling

The companies that use the services of the Science and Technology Park of Montenegro represent a diverse group of users, including startups, micro, small, and medium-sized enterprises, as well as other innovative business entities at different stages of development. This user structure confirms the role of STP MNE as the central national institution for supporting innovation, technological entrepreneurship, and the development of a competitive knowledge-based economy.

From a geographical perspective, service users come from all regions of Montenegro, with the largest number of companies registered in Podgorica, as the administrative and economic centre of the country. In addition, a significant number of users come from Nikšić, Bar, Budva, Herceg Novi, Tivat, Bijelo Polje, Pljevlja, Berane, and other municipalities, which confirms that the services of STP MNE have a national character and are accessible to companies regardless of their location.

From the perspective of economic activities, users include companies from various sectors of the economy. The largest number of companies operate in the field of information and communication technologies (ICT), software development, and digital solutions, which is in line with contemporary trends in the development of innovative entrepreneurship. In addition to the ICT sector, companies are significantly represented in the fields of energy, environmental protection, manufacturing, agriculture and the food industry, creative industries, tourism, health technologies, education, professional services, and other innovation-based activities.

The structure of users by company size shows that the majority consist of startups and micro-enterprises, for which the support of innovation infrastructure is particularly important in the early stages of business development. At the same time, the services are also used by small and medium-sized enterprises which, through cooperation with STP MNE, enhance their innovation capacities, develop new products and services, access international markets, or participate in research and development activities.

The diversity of the user base confirms that STP MNE successfully responds to the needs of different target groups within the innovation ecosystem, providing support to companies regardless of their business sector, stage of development, or geographical location. Such an approach contributes to a more balanced development of innovation capacities at the national level and to strengthening the overall competitiveness of the Montenegrin economy.

4.2. Aggregated data

The data collected through records of users and services provided confirm the continuous expansion of the scope of activities of the Science and Technology Park of Montenegro and the growth in the number of companies using innovation infrastructure services. Aggregated data form the basis for monitoring the achievement of the indicator defined by reform step 1.2.2.2 and provide an overview of the total number of companies that used the services of STP MNE during the reporting period.

According to the data from the “**Company Information**” and “**Aggregated Company Data**” sheets, during the period 2024–2026, a total of 107 unique companies used the services of STP MNE, receiving a total of 220 services and various forms of support.

The annual distribution of users is presented below:

Year	Number of unique companies
2024	9
2025	50
2026	48
Total	107

The data show that since the beginning of operations in the new infrastructure facility, the Science and Technology Park of Montenegro has continuously increased the number of users through the development of new support programs, expansion of the service portfolio, and intensification of

cooperation with the startup community, innovative companies, and business entities. Particularly significant growth was recorded during 2025 and 2026, when activities were expanded through national support programs, international projects, and the development of specialized services for startups and innovative enterprises.

The analysis of service usage indicates that companies most frequently used programs for education and competence development, mentoring and advisory support, networking activities, startup programs, support for internationalization and access to financing, as well as services related to technology transfer and innovation development. A considerable number of companies used more than one service, which confirms the long-term cooperation of users with STP MNE and their active involvement in various support programs.

A detailed overview of users, services utilized, and accompanying documentation is contained in the “**Company Overview**” and “**Aggregated Company Data**” sheets, which serve as the basis for verifying the presented results and confirm the contribution of STP MNE to the development of Montenegro’s innovation and entrepreneurial ecosystem.

Detailed data are presented in the table **RA_Table 1.2.2.2_2024-2026_STPMNE.xls**:

- Company Information
- Aggregated Company Data

5. INDICATOR ACHIEVEMENT

5.1. Baseline value

For the purpose of monitoring the implementation of reform step 1.2.2.2, the Science and Technology Park of Montenegro uses 2024 as the initial monitoring year, bearing in mind that the provision of services within the new infrastructural and program platform began after the facility was put into full operation.

In accordance with the indicator monitoring methodology, companies are recorded as unique service users, with each company counted only once, regardless of the number of services used or the period of their utilization.

According to the data from the “Company Information” and “Aggregated Company Data” sheets, during 2024 a total of 9 companies were recorded as first-time users of STP MNE services, which represents the baseline value for monitoring further growth in the number of users within this reform step.

This value serves as the basis for measuring the increase in the number of companies using innovation infrastructure services during the subsequent period, namely in 2025 and 2026.

5.2. Progressive increase

The data collected during the reporting period confirm the continuous growth in the number of companies using the services of the Science and Technology Park of Montenegro, as well as the increase in the scope of support provided by the innovation infrastructure to startups, innovative enterprises, and other business entities.

Since the establishment of full infrastructural functionality and the beginning of systematic service provision in 2024, the number of users has continuously grown thanks to the development of new support programs, expansion of the service portfolio, implementation of international projects, and strengthening of cooperation with the business and academic communities.

In accordance with the indicator monitoring methodology, each company was recorded only once, regardless of the number of services used or participation in multiple support programs. In this way, a total of 107 unique companies were identified as having used at least one service of STP MNE during the period 2024–2026.

An overview of the number of companies by year of first service usage is presented below:

Year of first service usage	Number of companies
2024	9
2025	50
2026	48
Total	107

During the same period, companies were provided with a total of 220 services and various forms of support, confirming that a significant number of users utilized more than one service and established continuous cooperation with STP MNE.

The achieved results confirm the growth in user coverage and the increased utilization of innovation infrastructure, as well as the significant contribution of STP MNE to the development of Montenegro's innovation and entrepreneurial ecosystem. Particularly important is the fact that growth was achieved through a combination of infrastructural support, educational and mentoring

programs, networking activities, business internationalization, technology transfer, and access to financing.

5.3. Verification sources

The data presented in this report are based on the official records of the Science and Technology Park of Montenegro and documentation confirming the provision of services to companies during the reporting period. The system of recording users and implemented activities enables reliable monitoring of the number of companies using innovation infrastructure services, as well as verification of all reported results.

Key sources of verification include:

- **Service Catalogue** sheet, which contains an overview of all services and support programs implemented during the reporting period;
- **Company Information** sheet, which contains data on user companies, types of services used, and accompanying documentation;
- **Aggregated Company Data** sheet, which provides an overview of the total number of users and aggregated indicators;
- Contracts, agreements, and other documentation concluded with service users, where applicable;
- Participant lists, attendance records, reports from trainings, workshops, mentoring programs, and other activities;
- Documentation generated within national and international projects through which services were provided;
- Public calls, announcements, and promotional activities available through the official communication channels of STP MNE, including the website and social media;
- Links to service and program publications listed in the “**Service Publication Link**” column.

The listed sources ensure complete traceability of data and enable independent verification of the number of users, types of services provided, and activities implemented. In this way, transparency of the reporting process and reliable confirmation of the results achieved within reform step 1.2.2.2 are ensured.

6. CONCLUSION

The analysis of data and accompanying documentation confirms that during the period 2024–2026, the Science and Technology Park of Montenegro successfully implemented activities contributing to the achievement of reform step 1.2.2.2 – Number of companies benefiting from the services of the innovation centres/technology centres. Through continuous improvement of the service portfolio, development of new support programs, and active involvement of companies in innovation infrastructure activities, STP MNE significantly increased the availability of specialized services aimed at fostering innovation, technological entrepreneurship, and the competitiveness of the economy.

During the reporting period, a total of 107 unique companies used the services of STP MNE, receiving 220 services and various forms of support. Through programs of education, mentorship, incubation, networking, internationalization, technology transfer, and access to financing, users were provided with conditions for developing innovative products and services, strengthening business capacities, and achieving new market and development opportunities.

Based on the presented data and verification documentation, it can be concluded that the number of companies using innovation infrastructure services continuously increased during the reporting period, thereby making a significant contribution to the implementation of reform step 1.2.2.2. The consolidated results of innovation infrastructures involved in the reform confirm the achievement of the goal defined by the Reform Agenda, namely an increase of at least 50% in the number of companies using the services of innovation centres. This has further strengthened Montenegro's innovation capacity, improved support for entrepreneurship development, and created the prerequisites for continued growth in the competitiveness of the national economy.

EXECUTIVE DIRECTOR

VRadulović

Valentina Radulović, MSc

